



Free Questions for PMP

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## Question 1

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Question Type: MultipleChoice

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A project manager is leading a project that includes several organizations with unique corporate cultures. These diverse corporate cultures are affecting project expectations. The varying expectations often lead to conflicts, which often require the project manager's involvement.

What should the project manager do first to evaluate the cultural differences within the organizations?

Options:

- A- Establish a probability and impact matrix and plan response criteria.
- B- Disregard the situation since it is not hindering the project deliverables.
- C- Develop a joint policy among the various organizations.
- D- Escalate the issue to the project sponsor and seek their guidance.

Answer:

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D

Explanation:

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When faced with conflicts arising from cultural differences within a project that involves multiple organizations, the project manager should first seek guidance from the project sponsor. This is because the project sponsor has the authority and perspective to understand the broader organizational strategies and can provide direction on how to best address the cultural issues. Additionally, the sponsor can facilitate the development of a strategy that aligns with the project's goals and the organizations' cultures<sup>123</sup>. Reference:

[Managing Cross Cultural Differences in Projects](#)<sup>1</sup>.

[Cultural Diversity in Project Management: How Project Success is Perceived in Different Cultures](#)<sup>2</sup>.

[Cultural Differences: Knowing the Nine Dimensions of Culture to Succeed in Project Management](#)<sup>3</sup>.

## Question 2

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Question Type: MultipleChoice

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A project team member was unhappy with a new change in project governance and complained to one of the project sponsors. The project sponsor challenged the project manager.

How should the project manager resolve this conflict?

### Options:

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- A- Arrange a meeting with the project team member and project sponsor to discuss the change and obtain consensus.
- B- Discuss how to manage this conflict with the project management office (PMO) and let them decide how to resolve the issue.
- C- Explain to the sponsor why the change is required and get their support in forcing the project team member to accept the new change.
- D- Schedule a meeting with the project team member's functional manager and request the functional manager's support.

### Answer:

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A

### Explanation:

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In situations where there is a conflict regarding project governance, it is important for the project manager to facilitate a discussion between the parties involved. Arranging a meeting with the project team member and the project sponsor to discuss the concerns and work towards a consensus is a proactive approach. This allows for open communication, ensures that all viewpoints are heard, and works towards a collaborative solution. It aligns with conflict resolution techniques that emphasize problem-solving and collaboration<sup>12</sup>. Reference: This response is based on conflict resolution strategies recommended in the PMBOK Guide and the standards of practice for project management and business analysis<sup>1234</sup>.

## Question 3

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Question Type: MultipleChoice

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A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

### Options:

- A- Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.
- B- Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements
- C- Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations
- D- Ask the general manager to review every requirement to ensure all projects will deliver the requested products

### Answer:

C



### Explanation:

In an agile approach, the project scope is not completely defined upfront, but rather evolves and emerges throughout the project lifecycle. The project manager's role is to facilitate the collaboration and communication among the project team, the product owner, and the stakeholders, and to ensure that the project delivers value and meets the customer needs. One of the ways to do this is to help the sponsors and stakeholders craft the product vision, which is a high-level description of the product's purpose, features, and benefits. The product vision provides a clear direction and alignment for the project and guides the development of the product backlog, which is a prioritized list of user stories and other requirements. The project manager should also bring the team and the product owner together to clarify the expectations, assumptions, and constraints of the project, and to review and refine the product backlog regularly. This will help to ensure that the project scope is defined and validated iteratively and incrementally, and that the project delivers the most valuable features to the customer. The other options are not appropriate for an agile approach. Meeting with the general manager and convincing them to return to using predictive approaches would be counterproductive and disrespectful of the company's decision to adopt agile. Asking for a budget increase to implement a double-check process would be wasteful and unnecessary, as agile relies on frequent feedback and testing to ensure quality and customer satisfaction. Asking the general manager to review every requirement would be micromanaging and interfering with the product owner's authority and responsibility to prioritize and manage the product backlog. Reference: PMBOK Guide, 6th edition, Chapter 5.1.2, 5.4.2, 5.6.2, Agile Practice Guide, 1st edition, Chapter 2.2, 2.3, 3.2

## Question 4

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Question Type: MultipleChoice

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In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner. What should the project manager do next?

Options:

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- A- Produce a value-added product for the customer as continuously as possible.
- B- Produce a value-added product for the customer in the beginning of the project.
- C- Produce a value-added product along with the supporting documentation.
- D- Produce a value-added product for the customer in each phase of the project.

Answer:

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D

Explanation:

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In the context of Agile project management, which is often associated with PMP and PMI's standards, the focus is on delivering value to the customer incrementally throughout the project lifecycle. This approach aligns with the Agile principle of delivering working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale. Therefore, after prioritizing the product backlog, the project manager should aim to produce a value-added product for the customer in each phase of the project, ensuring continuous delivery of value.

## Question 5

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Question Type: MultipleChoice

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A project manager has been asked to participate in the procurement process for a software application that allows customers to buy online e-learning courses. The project manager will take over the project once the supplier has been sourced.

What should the project manager do before the project starts?

Options:

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- A- Ensure that the requirements for the project are understood and that the objectives are verified before approval of an agreement.
- B- Inform the project sponsor that once the agreement has been signed, there cannot be any changes to the scope of the project.
- C- Notify the project sponsor that the project manager cannot be involved in the agreement negotiation process.
- D- Ask the project sponsor to involve the legal department in the negotiation for the project agreement.

Answer:

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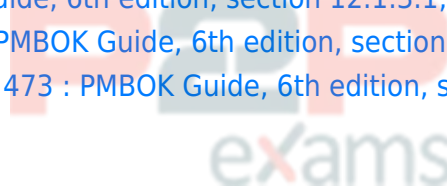
A



Explanation:

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According to the PMBOK Guide, the project manager should be involved in the procurement process to ensure that the project requirements are clearly defined and communicated to the potential suppliers<sup>1</sup>. The project manager should also verify that the project objectives are aligned with the business needs and the expectations of the stakeholders before approving an agreement<sup>2</sup>. Therefore, the best option is to ensure that the requirements for the project are understood and that the objectives are verified before approval of an agreement. Option B is incorrect because informing the project sponsor that there cannot be any changes to the scope of the project is unrealistic and may not account for the possible risks and uncertainties that may arise during the project execution<sup>3</sup>. Option C is incorrect because notifying the project sponsor that the project manager cannot be involved in the agreement negotiation process is not a proactive or collaborative approach, and may result in a poor or unsuitable agreement for the project. Option D is incorrect because asking the project sponsor to involve the legal department in the negotiation for the project agreement is not the responsibility of the project manager, and may not address the issue of the project manager's participation in the procurement process. Reference: <sup>1</sup>: PMBOK Guide, 6th edition, section 12.1.3.1, p.46 <sup>2</sup>: PMBOK Guide, 6th edition, section 4.1.3.1, p.89 <sup>3</sup>: PMBOK Guide, 6th edition, section 5.6.3.1, p. 161 : PMBOK Guide, 6th edition, section 12.2.3.1, p. 473 : PMBOK Guide, 6th edition, section 12.2.3.2, p. 474



## Question 6

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Question Type: MultipleChoice

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An agile team wants to maximize the work delivered for the upcoming project that involves considerable product complexity. What should the

project manager do to help improve the team's collaboration approach?

### Options:

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- A- Meet with the human resources (HR) department to ask for team support.
- B- Follow the process of the most successful team in the organization.
- C- Compare the team's velocity with other teams in the organization.
- D- Focus on the team's engagement during the next retrospective meeting.

### Answer:

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D

### Explanation:

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In an agile environment, focusing on the team's engagement during the retrospective meeting is crucial for continuous improvement and collaboration. The retrospective is a dedicated time to reflect on the past iteration, discuss what went well, what didn't, and how the team can improve its processes and work environment. By actively engaging the team during this meeting, the project manager can facilitate a collaborative discussion that encourages team members to share their insights and ideas for maximizing work delivery despite the product's complexity. This aligns with agile principles of self-organization and continuous improvement, fostering a collaborative team culture that can adapt to challenges and enhance performance.

The PMBOK Guide emphasizes the importance of team engagement and iterative reflection for project success<sup>1</sup>.

The Agile Practice Guide, provided by PMI, supports the use of retrospectives for team improvement and effective collaboration<sup>2</sup>.

The PMI Guide to Business Analysis also highlights the role of collaboration and stakeholder engagement in achieving project objectives<sup>3</sup>.

## Question 7

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**Question Type:** MultipleChoice

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A new building project is in the middle of its life cycle. The municipality informs the project manager that due to new regulations, the parking lot around the project has to accommodate twice the number of cars than was initially planned.

What should the project manager do next?

### Options:

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- A- Request the project sponsor to fund this change as it is a new regulation, then order the materials in order to start working.
- B- Assess the impact of the required change and consult with the executive sponsors to determine the best course of action.
- C- Ask the designers to start designing a solution for this new requirement while the project is running and determine the funding for this change.
- D- Have the company's lawyers write to the municipality and reject the change as it was not part of the scope approved by the municipality.

### Answer:

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B



### Explanation:

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According to the PMBOK Guide, when a change request is received, the project manager should evaluate the impact of the change on the project scope, schedule, cost, quality, risk, and other aspects. The project manager should also consult with the project sponsor and other key stakeholders to obtain their approval or rejection of the change request. The project manager should not proceed with the change without proper analysis and authorization, nor should they reject the change without considering the legal and contractual implications. Reference: PMBOK Guide, 6th edition, pages 115-116, 134-135, 141-142.

## Question 8

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Question Type: MultipleChoice

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Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of

the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that

quality has been maintained.

How should the project manager communicate with the customer to help assure them that the project has produced quality products?

### Options:

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- A- Show the customer the tolerance and control limits.
- B- Show the customer sample results from the current batch.
- C- Show the customer a sample history of quality.
- D- Show the customer the quality control measurements.

Answer:

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D

Explanation:

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In situations where there is a dispute regarding the quality of project deliverables, it is essential to provide evidence that demonstrates adherence to quality standards. Showing the customer the quality control measurements is an effective way to communicate that the project outputs have been produced according to the agreed-upon quality requirements. This approach is supported by the PMI's distinction between quality assurance and quality control. Quality control involves the technical processes that examine, analyze, and report the project's progress and conformance with performance requirements. By sharing the quality control measurements, the project manager can provide objective evidence that the project deliverables meet the necessary quality standards<sup>1</sup>.

PMI's "A Guide to the Project Management Body of Knowledge" (PMBOK Guide)<sup>2</sup>.

Project Management Academy's resources on the difference between Quality Assurance and Quality Control for the PMP Exam<sup>1</sup>.

LinkedIn articles on communicating with customers about Quality Management<sup>345</sup>.



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